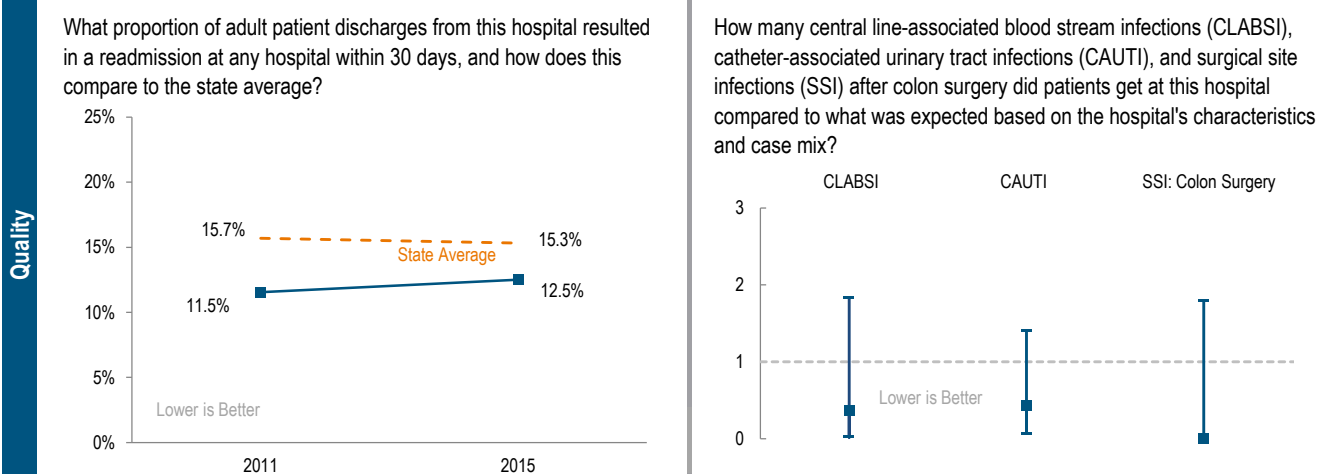
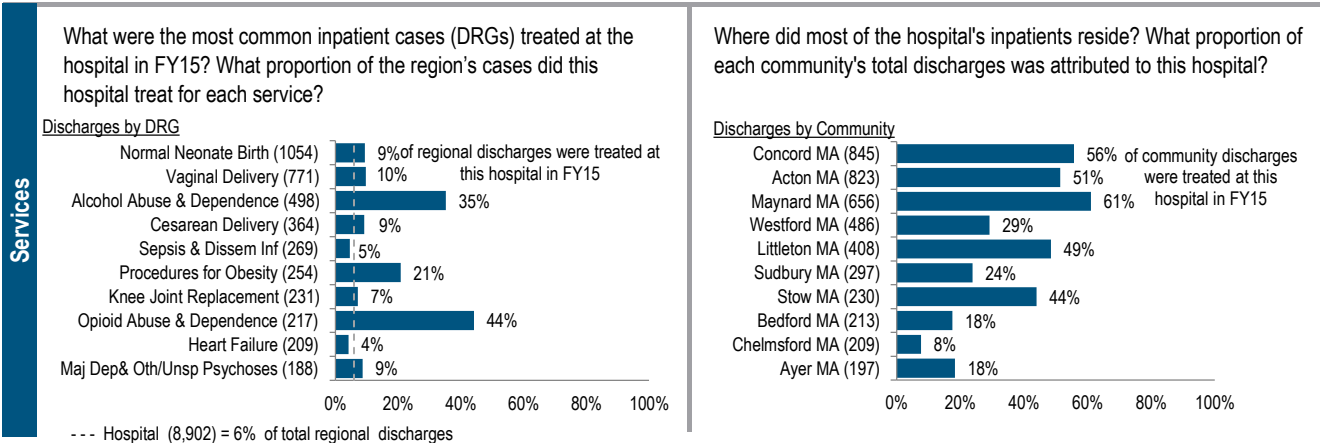


Emerson Hospital is a mid-size, nonprofit community hospital located in the Northeastern Massachusetts region. From FY11 to FY15, inpatient discharges decreased 8.3%, compared to a 4.8% decrease for its peer hospital cohort median. Between FY11 and FY15, outpatient revenue increased 16.5%. Though it was only responsible for 6% of total regional discharges in FY15, the hospital treated 44% of all regional Opioid & Abuse cases and 35% of all Alcohol Abuse & Dependence cases. Emerson Hospital reported a loss in FY15, but it earned a profit each year from FY11 to FY14.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Not Applicable
	Change in Ownership (FY11-FY15):	Not Applicable
	Total Staffed Beds:	199, mid-size acute hospital
	% Occupancy:	54.2%, < cohort avg. (64%)
	Special Public Funding:	CHART ^A , ICB ^B
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	0.79, < cohort avg. (0.81); < statewide (1.00)
	Financial	
	Inpatient NPSR per CMAD:	\$9,664
	Change FY14-FY15:	-3.8%
	Inpatient:Outpatient Revenue in FY15:	28%:72%
	Outpatient Revenue in FY15:	\$126,200,554
	Change FY14-FY15:	4.0%
	Total Revenue in FY15:	\$201,751,315
	Total Surplus (Loss) in FY15:	(\$238,046)
	Payer Mix	
	Public Payer Mix:	43.8% (Non-HPP* Hospital)
	CY15 Commercial Relative Price:	0.85
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
	Utilization	
	Inpatient Discharges in FY15:	8,902
	Change FY14-FY15:	1.9%
	Emergency Department Visits in FY15:	32,065
	Change FY14-FY15:	-1.3%
	Outpatient Visits in FY15:	93,346
	Change FY14-FY15:	0.4%
	Quality	
	Readmission Rate in FY15:	12.5%
	Change FY11-FY15 (percentage points):	1.0%
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	3.4%



2015 HOSPITAL PROFILE: EMERSON HOSPITAL

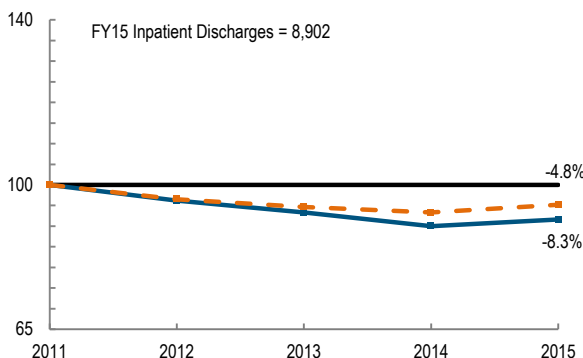
Cohort: Community Hospital

Key:

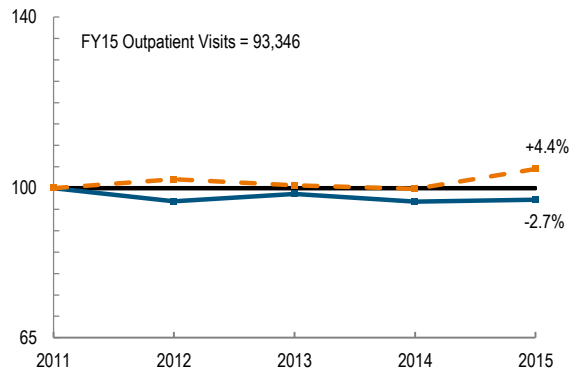
— Hospital
- - - Peer Cohort

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

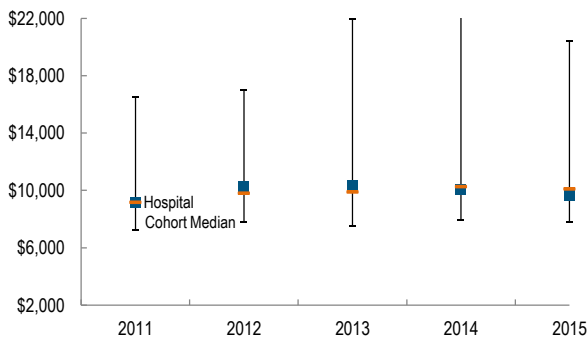


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

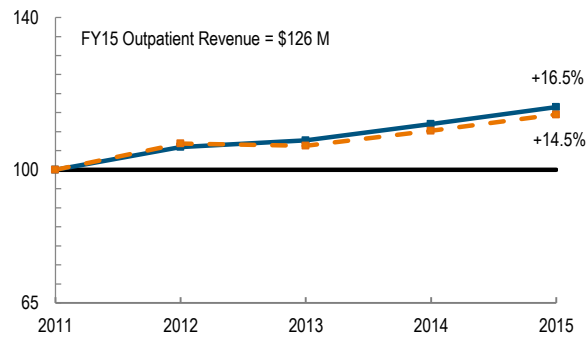


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



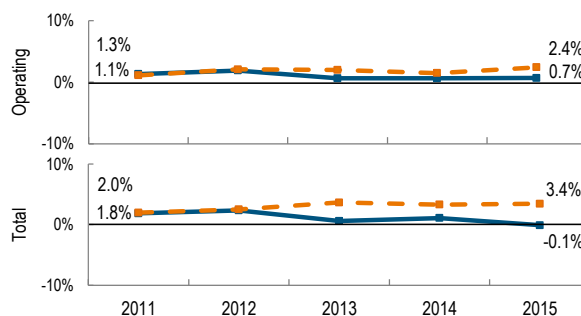
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 179	\$ 189	\$ 190	\$ 192	\$ 203
Non-Operating Revenue	\$ 1	\$ 1	\$ (0)	\$ 1	\$ (2)
Total Revenue	\$ 180	\$ 190	\$ 190	\$ 193	\$ 202
Total Costs	\$ 177	\$ 185	\$ 188	\$ 191	\$ 202
Total Profit (Loss)	\$ 3.3	\$ 4.5	\$ 1.1	\$ 2.1	\$ (0.2)

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

^a For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.

[^] For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).